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ST. JOHN'S
NATIONAL ASSOCIATION
of CORPORATION TRAINING
BULLETIN

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Volume VII

September, 1920

The Commercial Value of College Training

Notwithstanding statistics increasingly prove that the trained mind has an advantage over the untrained mind, the exceptions to this rule have prevented universal acceptance of the value of education. Education, supplemented by training for individual skill, has perhaps been the greatest factor during recent years for individual success. Until recently the educated man went largely into the arts, sciences, professions or political life. Now the industries and commerce are offering inducements sufficient to attract the college graduate. How has he fared? The feature article in this issue of the BULLETIN gives the opinions of executives of industrial and commercial organizations on this question.

**PUBLISHED BY ORDER OF THE
EXECUTIVE COMMITTEE**

National Association of Corporation Training

Headquarters, 130 East 15th Street, New York, N. Y.

Objects

Corporations are realizing more and more the importance of education in the efficient management of their business. The Company school has been sufficiently tried out as a method of increasing efficiency to warrant its continuance as an industrial factor.

The National Association of Corporation Training aims to render new corporation schools successful from the start by warning them against the pitfalls into which others have fallen and to provide a forum where corporation school officers may interchange experience. The control is vested in the member corporations, thus admitting only so much of theory and extraneous activities as the corporations themselves feel will be beneficial and will return dividends on their investment in time and membership fees.

A central office is maintained where information is gathered, arranged and classified regarding every phase of industrial education. This is available to all corporations, companies, firms or individuals who now maintain or desire to institute educational courses upon becoming members of the Association.

Functions

The functions of the Association are threefold: to develop the efficiency of the individual employee; to increase efficiency in industry; to have the courses in established educational institutions modified to meet more fully the needs of industry.

Membership

From the Constitution—Article III.

SECTION 1.—Members shall be divided into three classes: Class A (Company Members) Class B (Members), Class C (Associate Members).

SECTION 2.—Class A members shall be commercial, industrial, transportation or governmental organizations, whether under corporation, firm or individual ownership, which now are or may be interested in the education of their employees. They shall be entitled, through their properly accredited representatives, to attend all meetings of the Association, to vote and to hold office.

SECTION 3.—Class B members shall be officers, managers or instructors of schools conducted by corporations that are Class A members. They shall be entitled to hold office and attend all general meetings of the Association.

SECTION 4.—Class C members shall be those not eligible for membership in Class A or Class B who are in sympathy with the objects of the Association.

Dues

From the By-Laws—Article V.

SECTION 1.—An admission fee of \$100.00 shall be charged all new class "A" members in addition to annual dues.

SECTION 2.—The annual dues for membership in the National Association of Corporation Training shall be as follows:

The annual dues of Class "A" members shall be \$100.00

The annual dues of Class "B" members shall be 5.00

The annual dues of Class "C" members shall be 10.00

All dues shall be payable in advance and shall cover the calendar year. New Class "A" members joining between January 1 and April 1 shall pay first year's dues of \$100.00. Those joining between April 1 and July 1 shall pay nine months' dues or \$75.00. Those joining between July 1 and October 1 shall pay six months' dues or \$50.00. Those joining between October 1 and December 31, shall pay three months' dues or \$25.00.

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PROGRESS IN TWENTIETH CENTURY CHINA

There is perhaps no better authority in the United States on industrial and commercial conditions in China than Mr. L. L. Harr, Vice-President of the Graton & Knight Manufacturing Company of Worcester, Mass. Mr. Harr has made various visits to China for business interests with which he was identified, speaks the Chinese language, and knows intimately the business customs of the people, especially those of the Chinese merchants among whom he has many friends. He recently spent eight months in the Celestial Empire studying conditions for his company, and upon returning to the United States has furnished the following information about the industrial and commercial situation in China, which will be of interest to BULLETIN readers:

Mr. Harr is emphatic in his opinion that China has started on a wonderful industrial awakening, which has already gained a strong momentum. He believes, and proves the soundness of his judgment by facts of what already is in process, that within a relatively few years China will be one of the great manufacturing countries of the world. The biggest factor of the beginning lies in the textile industry. Today every machine which can be spared for China in the order books of the American textile machinery builders has been contracted for and practically every other builder of this class of equipment has been called upon to extend every possible help in supplying the Chinese textile mills.

"At the present time the United States has every advantage in the world over other nations, in the competition for Chinese trade," said Mr. Harr. "Other nations—England, France, Germany, Russia, Japan, Portugal—have demanded and received concessions of territory and influence. The United States has asked for nothing and has taken nothing. The Chinese appreciate the schools Americans have established for them, the universities which, unsolicited, have been founded in their cities. That at Shanghai alone turns out 4,000 graduates annually. The utilization of the fund created by the Boxer indemnity to the United

States to educate the young men of China in American schools is another factor which has worked to establish friendship. Today the United States is the favored nation.

"But," continued Mr. Harr, "this prestige is threatened and much of it will be lost. Americans are flocking to China; every steamship is crowded; it is impossible to secure passage for months ahead. The great number of these men are sharp, keen traders, after money, regardless of methods. By the substitution of inferior goods and by unfilled promises of delivery, they are sure to undermine, for the time being, confidence in American business houses and their methods.

"The Chinese merchant does not tolerate sharp practice. His is a mind difficult of comprehension by an American. His methods are his own. He is scrupulously honest. No Chinese business house has ever failed. Debts pass on from one generation to another, just as in other countries wealth passes on. No Chinese family will permit the obligations of any of its members to remain unpaid.

"The Chinese merchant is the best in the world," Mr. Harr insisted. "The fact is proved not only in China, but in Japan and India, Straits Settlement, Java, and the Philippines, everywhere in the East, for in competition with all nations the successful merchant is the Chinese. But his manner of doing business is his own.

"As for the railroads, their extension in the last few years has been on a very large scale, and the development is continuing without abatement, and wisely. As a result of recent railroad building, the territory of China, half as great again as that of the United States, has been quartered by trunk lines, one extending north three thousand miles from Hong Kong, the other west from the Pacific Ocean, three thousand miles inland. From these main arteries laterals are pushing out everywhere, opening each year great areas of previously inaccessible country.

"China's resources are limitless," Mr. Harr continued. "We speak of South America as a vast future market for American manufactured products. South America has 26,000,000 people. China has 450,000,000. She has every natural resource. She could be absolutely independent of the rest of the world, for she has every climate in which to grow crops, from the tropics to the polar region, and her mineral resources are limitless. And she is awakening very rapidly.

"In 1917, the last year for which statistics are available, China imported \$190,000,000 worth of knitted goods, much of them manufactured of cotton grown in China and shipped to the

United States. As yet only a small fraction of the 450,000,000 wear this type of clothing. Imagine what the demand will be when the custom has become standardized. Chinese manufacturing industry, with modern equipment and modern methods, is growing by leaps and bounds. The great beginning, as has already been stated, is in textiles. Mills are being established on a large scale, the only limit to development being the supply of textile machinery.

"Chinese capital is available for the purpose to an almost limitless extent. It should be remembered," said Mr. Harr, "that while China as a nation is poor, among the Chinese people as individuals there is great wealth. So, too, is capital ready to finance great shops for the manufacturing of machine tools and machinery of all descriptions, and more important still, shops for the building of the textile machinery itself.

"I know no better opportunity in business anywhere than the establishment of a machine tool manufacturing plant in China, in Hankow in central China, which is already a veritable Gary, or Tien Tsin or Shanghai, both of which are reaching a highly developed state of manufacturing industry. The labor is waiting for such shops, and it is good labor, for the artisans of northern China are skilful workers and are easily taught. They are not the Chinese of the laundry type of America; but the big-bodied, highly intelligent men who live north of the line of the tropics.

"Labor is cheap over there, as you know," Mr. Harr continued. "The demand from within China, a demand whose magnitude is utterly unrealizable, will be filled at a price which cannot be approached in any other country. For example, a girl worker in a Chinese knitting mill operates six machines of exactly the same type as those in an American knitting mill where the operative cares for but five machines. The Chinese girl works 11 or 11½ hours a day, the American 8 hours. For her long day the Chinese receives 20 cents. For her 8 hours the American receives as high as \$7 a day.

"China has the raw material for her cotton mills, and for years stood third in the number of bales produced. But her cotton was of an inferior grade. Now experiment has developed a Chinese cotton, which, while not equal to the Sea Island, has a staple fully as good as the standard American product.

"However, no matter what the industrial growth of China may be," said Mr. Harr, "her manufactured goods will not compete seriously in foreign markets for years to come, for she will need every resource in supplying the demands of her own people, as they adopt new ways of living. She will compete only in her

home market. And it will be a long time before that demand can be filled, even with the assistance of every manufacturing nation. Note the fact that America developed within itself, practically on her own resources, while China has not only her own but the resources of every other nation, all striving to assist in the bringing about of the wonderful change which is now beginning."

GETTING A NEW CONCEPTION OF SERVICE

Speaking before The National Electric Light Association at the annual convention at Pasadena, California, Hon. Edwin O. Edgerton, President of the Railroad Commission of the State of California, said: "I had to smile yesterday as Mr. Griffith presented the report of the Committee on Water Power Development. I turned the pages and naturally became interested in answers to queries that had been sent out by that Committee, these answers coming from California, and one of them particularly struck my attention. I was more interested in that particular answer than in any other because the gentleman who wrote it evidently felt pretty strongly on the subject of what the Commission had done to him, and to emphasize his objection to what he conceived to be the attitude of the California Railroad Commission, he said: 'This Commission must get over the idea that it represents the public,' and he quoted, 'represents the public'."

"Now, my conception is that Mr. Ballard, the President of this organization (The National Electric Light Association) is just as much a public servant as I am, and that it cannot be possible fairly to operate either on the part of the utility commission or on the part of a public utility, except the interest of the public be made paramount."

It is not, then, to be wondered at that The National Electric Light Association considered the address of Mr. Edgerton of sufficient value to print it in pamphlet form and to mail a copy to every member of the Association. The opinion expressed by Mr. Edgerton is the basis upon which the new order of things will develop. We have heard much about the rights of capital, about the rights of labor, and about the rights of management; we have heard too little about the rights of the public. Industry exists but to serve organized society, and any factor or any combination of factors which attempts to set up a priority claim, will ultimately have their efforts result in disaster, if not in dishonor.

The reorganization of industry and of commerce, and for that matter of social and religious functions, as well, can have

but one ultimate object—to serve organized society. Selfishness, which has been so rampant during the reconstruction period, will sooner or later yield to a rational development in harmony with the best intelligence of the present period.

In the United States there has not been an organized soviet, but there has been, and still is manifested, many of the symptoms of the soviet. There has been an inglorious effort to benefit the few through organized compulsion at the expense of the many. These efforts have been found in industry, in commerce, and in political activities, and they have been backed up by coercion, by strikes, by other forms of strife, and in some cases, by arson, starvation, murder and other forms of crime. The more selfish have taken the lead in organizing, not to benefit society as a whole, not to secure just privileges or rights, but to force advantages to which they were not entitled. The situation is now becoming better understood. There will be a reaction against these efforts, no matter whether they are found in high places or low places, just as there has been a reaction against such activities in every period of the history of the United States.

GETTING BACK TO THE COURTESIES AND STANDARDS OF CIVILIZATION

From the *Monitor*, the Company publication of the Mountain States Telephone & Telegraph Company, we take this gem of modern wisdom. All BULLETIN readers should carefully peruse it. It is time we were getting back to the larger measure of culture; the higher standards of civilization. War has a tendency to degrade, to shock, to leave in a state of unrest and dissatisfaction. During the world struggle—more particularly after our own country entered the conflict—there was a forced period of unselfishness. "Your Government needs your money, buy Bonds;" "Your Government needs your energy, volunteer your service," and when the war was over and won, there followed a period of intense selfishness, profiteering, slacking, strife, strikes, Bolshevism and other isms, economic insanity, advocacy of depravity, a breaking away from tried standards of civilization. Now we are reaching that stage where we are beginning to wonder "just where we are at." Let's go back. Here is the article which was published under the caption "The Essential Things":

"We are wondering if it isn't time to get back to the order

of things which governed our personal actions before the war. During the stress of patriotic endeavor there was undoubtedly a let-down in the standard of courtesies, the niceties or the amenities, if you please, which formerly characterized our relations with our fellows and with the public. If you remember, it got to be a sort of habit to ignore what we were pleased to consider non-essentials. Everyone was bent upon doing the things needful for the winning of the war. There was a concentration of thought and effort which, in respect to extraneous matters, was almost brutal.

"This manner of thought and action became more or less a national trait, so fixed that it is slow in disappearing. Unfortunately, there is much evidence that, perhaps unconsciously, some elements of cordial relations have slipped into the column of non-essentials. Among these are courtesy, politeness, smiles, consideration for the feelings of others, thoughtfulness, a spirit of helpfulness, etc.; and it will require some personal effort to get them back to their proper place in the list of essentials.

"In justice to the people engaged in rendering telephone service in these Western states, it must be admitted that in our organization the lack of these desirable attributes has not been as apparent as in some others. There may have been some lack of courtesy, but there has been no discourtesy; some absence of politeness, but no presence of impoliteness; there may have been a dearth of smiles, but frowns and snarls were also kept in the background.

"But let's get back again to positives. Let us take on again the pre-war habit of exercising those virtues that make for cordial relations between the department head and the force, between each other and between the employe body, which is the company, and the public. Let's be friendly and thoughtful and polite and courteous. Let's adopt a creed that includes all these desirable and comfortable attributes of human conduct. It means happiness in our jobs and in all our human relationships."

Making Vacations Helpful

The value of summer vacations is being recognized more and more by industrial and commercial organizations. To make such vacations most helpful, camps are set up usually upon some body of water where employes may go for their rest period. Armour & Company have what they call the Summer Home for Women Employes, which is located at Round Lake, Ill. Other organizations having membership in the Association have similar camps and encourage their employes to spend their vacations in healthy and clean surroundings.

ASSOCIATION TO INCORPORATE

Result of the Mail Vote on the Executive Committee's Program to Incorporate the Association—To Adopt By-Laws and to Change the Organization's Name Showed a Large Majority in Favor of Incorporation and the Organization of a Larger Institution—New Name "National Association of Corporation Training"—Sub-Committees Appointed to Make Effective the Changes.

President Park presided at a regular meeting of the Executive Committee in New York on August 17th. Other members present were Mr. M. S. Sloan, First Vice-President; Mr. Henry S. Dennison, Second Vice-President; Mr. John McLeod, Mr. George N. Van Derhoef, Mr. Carl S. Coler, Mr. J. H. Yoder, Mr. Sydney W. Ashe, Mr. E. E. Sheldon, Mr. F. C. Henderschott, Managing Director

The minutes of the July 8th, 1920, meeting were approved.

The Treasurer's report showing a cash balance of \$7,174.60 was approved and ordered filed.

The Managing Director presented a membership report, which showed an increase of three Class "A" members, five Class "B" and two Class "C" members since the last report to the Executive Committee.

President Park brought to the attention of the Executive Committee some comments that had come to him from Class "A" members as to how much of the discussion of the Friday morning business session, which discussion relates to the reorganization of the Association, should be included in the annual volume of Proceedings. This matter was thoroughly discussed by the members of the Executive Committee; other members stated they had heard unfavorable comments in regard to the publication of all of the discussion which took place at the business session of the Chicago Convention. On motion of Mr. Yoder, seconded by Mr. Sheldon, the official stenographer's minutes of the discussion were referred to Mr. Ashe, who was authorized to edit the proceedings and return them to the Managing Director, who in his discretion might further edit the discussion. Upon being put to a vote, the motion was unanimously adopted.

The Managing Director presented the status of the sub-committee's formation for the current year. He reported that chairmen had been secured for all of the sub-committees except two, and appointments had been made by President Park for these committees, but acceptances had not yet been received. The Managing Director also reported that most of the sub-committees had

a sufficient membership to insure effective work. The few committees still lacking in membership will be further recruited.

Vice-President Sloan then moved that the Executive Committee canvass the mail vote of Class "A" members on the program of the Executive Committee:

1. To incorporate the Association;
2. To adopt the prepared By-Laws;
3. To determine the name of the reorganized association;
4. To grant the Executive Committee power to make necessary changes in the By-Laws to conform with Articles of Incorporation when the Association is incorporated.

The motion was seconded by Mr. VanDerhoef and unanimously carried.

The canvass by the Executive Committee of the mail vote showed the following results:

To incorporate, 62 in favor—12 opposed.

To adopt the prepared By-Laws, 57 in favor—15 opposed.

To grant the Executive Committee power to make changes in the By-Laws, 63 in favor—10 opposed.

Seven vote to continue the present name of the Association—"The National Association of Corporation Schools."

Thirty-six vote in favor of the "National Association of Corporation Training."

Twenty-five vote in favor of the "American Institute of Industry and Commerce."

The "National Association of Corporation Training" having received a majority of all votes cast, Mr. Sloan moved that it be the official name of the Association, which motion was seconded by Mr. Ashe and unanimously adopted.

President Park stated that Mr. Rand being no longer a member of the Executive Committee, there was a vacancy on the Sub-Committee of the Executive Committee to recommend a permanent location for the headquarters of the Association. President Park appointed Mr. W. W. Kincaid to succeed Mr. Rand on the committee, and the appointment was unanimously approved.

President Park stated there was need of a sub-committee to handle the incorporation of the Association. He appointed as members of such a sub-committee:

Mr. Henry S. Dennison, Chairman; Mr. Carl S. Coler, Mr. C. E. Bilton, Mr. J. H. Yoder.

Mr. Vanderhoef moved, and the motion was seconded by Mr. Ashe, that the appointments be approved, and the motion was unanimously adopted.

President Park stated there was also need of a Finance Com-

mittee to insure a sufficient amount of revenue to carry on the activities of the Association until incorporated and the Board of Trustees had assumed control. He appointed as such a sub-committee:

Mr. M. S. Sloan, Chairman; Mr. K. W. Waterson, Mr. F. E. Weakly, Mr. E. E. Sheldon.

Mr. VanDerhoef moved, and the motion was seconded by Mr. Ashe, that the appointments be approved. The motion was unanimously adopted.

The Executive Committee then took up the question of the selection of members of the Board of Trustees in accordance with the new By-Laws now governing the Association. Under the By-Laws, the past Presidents, the present President and Vice-Presidents, and the Managing Director are automatically "A" members of the Board of Trustees. The By-Laws provide that Class "B" members shall consist of "ten trustees to be elected by the Class 'A' membership." Upon motion of Vice-President Dennison, seconded by Mr. Sheldon, the Managing Director was instructed to ask the Nominating Committee elected at the annual convention to canvass Class "A" members for nominations for Class "B" members of the Board of Trustees, to verify their eligibility and willingness to serve and to conduct an election of those nominated and eligible, and to certify the result of the election to the Executive Committee. The motion was unanimously adopted. The Nominating Committee consists of:

Mr. Laurence W. Lane, Chairman; Mr. H. E. Puffer, Mr. J. F. Kelly, Mr. Harry A. Hopf, Mr. Harry H. Tukey, Mr. J. E. Banks.

Under the By-Laws, Class "C" members of the Board of Trustees are elected by the Class "A" and Class "B" members of the Board.

The Executive Committee declared the new By-Laws as being in full force and effect.

The Executive Committee then adjourned to again meet at ten o'clock at the headquarters in New York on Tuesday, September 14th.

Educational Activities of the Procter & Gamble Company

The Procter & Gamble Company have recently reorganized their educational activities at their Port Ivory Plant on Staten Island. The Inter-Racial Council was enlarged and an American-born citizen appointed to advise and cooperate with the man of foreign birth of the Council. The Council was divided into ten Americanization teams, each consisting of an American and a

foreign born man. These teams are to find the man needing help and determine the kind of help he needs. At the suggestion of the teams it was voted to have an eight-week contest ending with a dinner given to the teams that had won above a certain number of points and some special honor given the team that had won the greatest number of points. Points were awarded as follows: Three points for every man sent by a team for full naturalization, two points for every man sent for declaration of intention, and one point for every class attendance.

As a result of the work of the teams the educational work has been reorganized, room for more men has been made and those in attendance before reclassified so as to give them greater advantage.

The building now used as a restaurant is to be given to educational work. A branch of the New York Library is to be installed there and three rooms arranged for classes.

Interesting Facts About the Equitable Life Assurance Society's Home

A good grasp of the size of a modern American commercial institution can be gained by a study of statistics relating to the Equitable Life Assurance Society's New York office building. These data bring home to the average person rather clearly the necessity for personnel divisions in modern industrial and commercial organizations.

The building occupies an entire square block in the financial center and has twenty-eight acres of rentable area within its forty floors. It contains 5.8 miles of halls and corridors, 10,000 doors and 5,000 windows.

Its space is entirely occupied by 550 tenants who employ about 13,000 office people.

The building has sixty-one elevators, which handle about 100,000 people every day.

The building is 550 feet above the ground and eighty-five feet below the surface.

The steel framework, if made into 120-pound rails, the heaviest in use, would make a double track railroad ninety-five miles long, or virtually from New York to Philadelphia.

Granite, brick work and marble weigh 250,000 tons. This, if crushed and made into concrete, would furnish material for a walk four and one-half feet wide, four inches thick and 450 miles long.

This building is assessed by the City of New York for \$25,000,000 valuation. It pays the city in taxes over half a million dollars annually.

THE COMMERCIAL VALUE OF COLLEGE TRAINING

Just How Great an Asset Is a College Training? This Is a Question That Has Been Much Debated, More Especially Since Effort Has Been Made in Industrial and Commercial Organizations to Employ Scientifically. Believing the Best Answer to Be the Opinions of Those Who Have Had Experience and Can Therefore Speak with Authority, the Bulletin Has Made a Survey of Its Member Companies and Here Reproduces the Opinions Expressed, Together with the Reasons for the Opinions.

According to statistics of the last decade, the percentage of men and women who are conspicuously successful in business, the arts, sciences, the professions and political life is progressively in favor of those who have received—in part at least—a college education or its equivalent. In other words, current figures go to prove that a man's chances of success are increased by a college education. The following figures have appeared before in various of the Association's publications, but they will bear repetition here:

One of the bulletins issued under the authority of the United States Department of Education gives a tabulation of the experiences of one hundred business houses over a short period of years. This tabulation shows that ninety per cent of college men advanced to large salaries and responsible positions, as compared with twenty-five per cent of non-college men.

The United States Department of Education is also authority for a statement that an examination of the names of men of achievement appearing in "Who's Who" shows that only one uneducated child in one hundred and fifty thousand is able to accomplish anything that entitles him to honorable mention in the progress of his state; that children with common-school educations win out four times as often; that a high-school diploma gives them eighty-seven times as much chance; while a college education makes them eight hundred times as likely to succeed.

According to studies made by Dr. Charles Thwing, in proportion to their numbers in the population, college men have amassed great wealth two hundred and seventy-seven times as often as non-college men.

In view of these general facts, the experience of our individual members with college graduates, together with the opinions and policies growing out of such experiences, should be helpful to the members of the Association as a group of employers

anxious to secure for themselves the most promising type of employe.

Out of fifty of our members reporting, and who have had experience with college men, forty hold that college training has a fundamental relation to business success, other things being equal. In other words, four-fifths believe that a good man is made a better man by the addition of a college education. Four of the spokesmen for their companies, having generally unfavorable views of the utility of college training for the average individual, hold it essential to the professions and specialized technical callings.

Twenty-six companies make distinctions of some kind in favor of the college graduates among their employes. Some of them, however, apply these distinctions only to certain lines of work—usually the higher technical lines of other specialized work.

Sixteen companies report having, in some measure at least, so classified the positions within their gift as to be able to give the employing official a direct line on what type of education will be a pre-requisite to holding the job. However, most of the companies also state that the rules of preference are not arbitrary and may, on occasion, be over-ridden.

The following qualifications are quoted from the reports as distinguishing in greater degree the average college man from his colleagues in business life:

1. Potentiality.
2. Mental poise.
3. Adaptability.
4. Perspective.
5. Imagination.
6. Enthusiasm.
7. Ambition.
8. Innate refinement.
9. Personality.
10. Fundamental requirements.
11. Comprehension.
12. Ability to analyze.
13. Self confidence.
14. Capacity for development.
15. Greater working capital.
16. Self expression.
17. Ability to think and explain.
18. Initiative.
19. Training in logical reasoning.
20. Resourcefulness.
21. Vision.
22. Open-mindedness.
23. Balance.
24. Judgment.

25. Experience in acquiring facts.
26. Habit of study.
27. Appreciation of values.
28. Less easily influenced by superficialities.
29. Power of deduction.
30. System.
31. Originality.
32. Wider associations and affiliations.
33. Rapid assimilation.

The following questionnaire was sent out from the office of the Managing Director, and it was in reply to the five requests for information that the opinions here quoted were furnished:

1. Have you discovered any fundamental relation between success in business and college training?
2. Do you make distinctions in your Company in favor of college graduates?
3. In what particular way do you consider the college-trained man excels over the man of experience,
4. The college-trained man is often hired for positions which do not give him an opportunity to use all his knowledge. How do you avoid this problem?
5. Have you classified your positions as to which require grammar school graduates, which high school graduates, which college graduates?

EXPRESSIONS OF OPINION—FAVORABLE

The President, R. H. Macy & Company—"The college graduate in business has always interested me greatly, for I am both a college man and a business man myself. For years I have been watching the commercial careers of men with college degrees and, luckily, I have been able to employ scores of them, as well as to help many more find jobs elsewhere. Each of these individual cases has been illuminating. . . .

"In the last few years I have noticed the rapid vanishing of an attitude that one used to find frequently among employers, the attitude that led to such declarations as 'Oh, I don't want any college man in my place! He will try to run the business for me!' The passing of this attitude is largely due to the fact that every sensible college graduate today realizes that he must enter business life with proper humility, not with undue pride in his accumulated knowledge. The average college man with sound sense realizes that he must begin at the bottom and, perhaps, work for several years at a small salary—less than the self-trained man beside him is getting—before he comes into his own. Having overtaken the non-college man, however, he can frequently go ahead much more rapidly because of the broader vision, the trained mind that his college education has helped him to develop. . . .

"College education usually gives a man confidence in himself. Among other advantages, the university graduate is much less likely to remain a misfit if he finds himself in the wrong line of work. This is particularly important to the individual. For the problem of the misplaced man, especially of the man who is afraid to give up present evils to fly to others that he knows not of, is the basis for thousands of business tragedies.

"At the present time big employers of labor are more anxious than ever before to get college men into their ranks. As an illustration of the general trend, we find twenty of the biggest department stores in New York City joining hands with the Booksellers' League, a national organization, and the Retail Milliners' Association of America, for the purpose of establishing at New York University a training school for teachers of retail selling. The idea originated in one of these department stores—where the executives were keenly alive to the need for better training—and these twenty-two commercial institutions have pledged twenty thousand dollars a year for five years as their backing for this educational departure.

"The purpose of the course is not only to train teachers for the public high schools—where retail selling will be placed on the same level with other commercial courses—but to develop college students for such executive positions as department heads, superintendents of training, and managers of personnel in the stores themselves. To gain admission to the course, prospective students not only must have a personality that indicates real executive ability, but they must present evidence of having completed a college course—or its equivalent in fundamental training.

"Everywhere we see fresh evidences of the growing demand for college-trained men. But the college man must regard his training, his superior education, as a very effective tool, not as a magic charm. If he uses that tool earnestly and honestly he stands a much better chance of rising to the top than the man who is without it. The college graduate who appreciates this fact—and shapes his conduct in the light of it—is the one for whom the business world is waiting."

The President, Armour & Company—"I have no time for the shallow criticism that colleges turn out an undue proportion of fools, or that they are hot houses for the idle rich, or anything of the sort. Colleges do not make fools. A great many fools enter college, just as a great many fools enter everywhere else in life, but the average collegiate institution performs a truly remarkable service in a fool-killing way, because

it lets out very few fools in comparison with the number who enter.

"If a man is incurably a fool, a college education renders him considerably less objectionable than he otherwise would be. As between the fool who obtains his education amid the white lights, and the man who gets the white lights mixed up with a little collegiate life, the second is decidedly less objectionable."

The President, R. R. Donnelley & Sons Company—"We employ grammar school boys primarily to give us skilled workmen; high school graduates to give us petty executives and clerks; college men to give us executives and salesmen. In certain instances, both the grammar and high school boys rise to higher positions than those for which they were hired.

"Our experience in employing college men is not that we are getting men whose training has been partially accomplished, but purely as a matter of potentiality. Our theory is that on an average a given number of college men will work out very much better than a given number of men who are not in college. If people are looking for college men who are partially trained in their business, I think they are going to be greatly disappointed. If, however, the boy going through college has gotten some mental training, vision, personality and idea of leadership, it is as much as you can expect from college training. To assure you that we believe in college men in business, I would say that although there are no universities, with the exception of a small course at Harvard, that train men for the printing business, we have in our employ twenty-six university graduates."

The President, Dennison Manufacturing Company—"Our opinion is that there is a fundamental relation between success in business and college training, and that there will be a closer and closer relation as business develops into complex professional activity, rather than a trading or gambling proposition.

"The college-trained man, for two years after graduation, is likely to be somewhat inferior to the men designated in the questionnaire as men of experience. After thirty years of age a considerable group of college men probably would be classed as somewhat more valuable than a similar group of men of experience. If the normal process of eliminating the temperamentally unfit has not been interfered with by artificial forces, such as imperative control, a group of college graduates of forty will prove, in our opinion, of clearly superior value. It must be remembered that not all colleges give a training fit to consider, and that there is a tendency to keep a college graduate in a

business position longer than the non-graduate of equal calibre will be held because of the unconscious assumption that the college man must be somehow better than his work indicates, and in other cases on account of the better appearance which the superior social training of the college man frequently makes possible.

"In a single word, the direction in which the college-trained man excels is in his broader and more logical power of imagination. As a rule, we should expect the non-graduate to excel the graduate, or at least equal him up to the point where a very considerable amount of imagination becomes requisite; and thereafter, should expect the graduate to excel.

"If a graduate is hired directly out of college, my belief is that he must, for his development, go into the grind like any other human, and dig his own way out. If he has had graduate school training, or special experience, it may be agreed upon hiring him that he will work for a specified time in a position inferior to his ability.

The President, Habirshaw Electric Cable Company, Inc.—

"We find that the fundamental qualities that make for business and success exist both in college-trained and other men. College training, however, gives a better opportunity to men having the requisite fundamental qualities. We do not make distinctions in favor of college graduates except in technical departments."

Vice-President, George A. Hormel & Company—"The writer personally feels that a college education contributes to one's adaptability. We have a special course of training open to college graduates, hoping to get good material in this way. The college man is more adaptable and therefore more liable to get the benefits of experience more quickly."

Third Vice-President, The Prudential Insurance Company of America—"Our experience has been, I think, that while the college graduate is handicapped for a time—possibly a matter of two or three years—by not being in touch with business proper, after that time, all things being equal, the college man begins to gain on his competitor who had not had the advantage of the training. While not called for by the questionnaire, I am glad to give you the benefit of an argument among several of our people, induced by the questions asked. In the gathering were three college-trained men, one with a rather unusual high school education, and one who had only had the benefit of one year in high school, but who is a persistent student and a great reader. Three of the party have one or more boys, graduates from college. One has two graduate sons and another now in college.

Another has a son who had entered his junior year and then enlisted in the army. Still another has a son who was just completing a course in a preparatory school. The unanimous conclusion reached from the argument was that the greatest possible advantage to the majority of young men would be the completion of either a high school or "prep" school education, then an opportunity to go into active business for one or possibly two years, and ultimately to take up a college course, the belief expressed being that the student would look at the training from a business standpoint as well as a theoretical one; that, to use a current expression, his feet would be on the ground, and the probabilities would be that he would not graduate from college with an exaggerated idea of his own importance or value. Moreover, the opinion was held that the boy would emerge with the added and possibly still greater advantage of having—probably because of the business connection—reached a decision in his mind as to what his future line of activity would be."

Fourth Vice-President, Metropolitan Life Insurance Company—"Certain specialized positions in our Statistical Division and in other parts of the business require specialized college training, and for these positions we do require college graduates. For other positions we make no distinction. In the specialized positions which I have described, the actual knowledge gleaned in college helps in business. It is probably true, in addition, that a college man's training in the method of getting information, that is, his ability to assimilate and organize information and knowledge, is an advantage. There is probably the further advantage that a college man gets from associating with other people. Most of the positions for which we employ college men give them an opportunity to use some of the specialized knowledge which they have acquired. We do not hope to provide positions in which all the knowledge obtained in college can be utilized. I do not see how any position can give this opportunity."

Secretary, The Cleveland-Cliffs Iron Company—"In our Engineering Department we employ as engineers only men of college training. We consider that it is very necessary to have men with this education and training to qualify them for the work. We do employ other men as assistant engineers who have not had a college education, but we have found that with an occasional exception they do not develop sufficiently to assume important positions in our work."

Secretary and Treasurer, A. M. Byers Company—"I have found that there is a relation between success in business and college training. Many men succeed in business without a college

training, but a study of their careers will reveal the fact that they have obtained the equivalent of a college training by attending night classes, and by reading and self-education. A man, to be successful must possess a vast fund of knowledge pertaining to his chosen vocation. He would spend his entire life groping for fundamentals if he obtained that knowledge entirely from his own experience. The short cut to an acquisition of knowledge is by studying the experience of others as it is recorded in books.

"We do not make distinctions in our company in favor of college graduates, although we have found that college graduates go ahead much faster than men of limited fundamental education. The college-trained man excels over men of experience in that he knows how to conduct investigations on his own account. A young man of average intelligence, who has just graduated from college and started a new position, when he encounters a problem he does not understand, will be found spending his evenings in a public library trying to dig out the answer to his problem from the books that are available. A man without a trained mind, when he encounters such a problem, will shrug his shoulders, admit that it is mysterious, conclude that it is not for him to understand, and let it go at that."

Assistant Secretary, Phoenix Mutual Life Insurance Company—"In general the college-trained man, because of his association with men of high mentality, has acquired a broader point of view than the average man without the college training. For this reason he is not so apt to get into a rut and is always 'open-minded' in regard to new ideas, and therefore makes a better executive. I think we have only one exception to this rule, and in this case the situation has developed because the man lacks initiative and the ability to use all his knowledge. We are, however, doing everything possible to bring him out, and hope eventually to find something that will help him to make good. We do not hire college men with the idea of using them where the opportunity offers, but always have in mind a definite position for future advancement, and select the man with qualifications required for this work."

Assistant Treasurer, Marshall-Wells Company—"We have in the past occasionally made distinctions in favor of college graduates, although I should not care to say that it is a definite policy with us to do so. We feel that there is a fundamental relation between success in business and college training in that a college training broadens a young man, teaches him how to think, and gives him a foundation that affords his employer

an opportunity to build him for more important duties than is always possible with the average person who does not have a college training. There are, of course, many exceptions to this rule and these exceptions are plentiful enough to make us hesitant about making definite statements.

"The college man who takes a position must take his chances on that position affording him an opportunity to use his knowledge. I don't think that that point is at all important. It is not a question of using his knowledge so much as it is a question of his knowing how to think out any problem that is presented to him. I think the difficulties that college men encounter in making a success of business is that they expect to use what knowledge they have acquired in college rather than to see how much knowledge they can acquire in business. We have no classification of positions here because we have frequently found that a man with a limited education can handle a position more successfully than a man with a college education. I would not say that he does this because of a lack of a college training but in spite of it. Many young men who should profit by a college training do not do so. The young man who takes full advantage of a college training has an advantage over the young man who does not have that opportunity, other things being equal."

General Commercial Manager, The New York Edison Company—"Do I think that boys ought to go to college? I certainly do. My environment has made me realize the value of a college education. Of course, being a college graduate often means that a man's earning power is, in the beginning, less than if he had spent that time in practical work. He catches up later and usually passes the practical worker advanced from the ranks.

"Big business today promotes entirely by education, because it is always seeking for the man or woman with the trained mind. The trained mind cannot be eliminated from consideration in the business world. It is better both for the employe and for the employer that the worker shall have a trained mind.

"With the college man, the time never comes when he cannot increase his earning power. I do not mean that he is necessarily out of the running if he has not been to college. Very many men at the head of big businesses today are not college men from an academic point of view. They are, like myself, graduates from the college of experience."

General Manager, Oneida Community, Ltd.—"We classify for promotion out of the ranks, whether college, high school, or grammar school. When we hire, we probably have our eye on the college man first, high school second, and grammar school

third. This covers any kind of a position in which technical training or executive work is apt to be involved."

Assistant General Manager, American Sales Work Company, Ltd.—"It is our experience with young men that the one with the best education has the largest opportunities for success. Of course, if the college man continues to apply himself, remembering the other man has three to five years the start of him in practical work, he will ultimately surpass him because the college education has given him a broader basis of reasoning and understanding and, therefore, a better foundation upon which to build. Of course, college men are usually hired for positions which do not give them an opportunity to use all their knowledge, because a vast amount of the knowledge they have obtained in college cannot be applied in a practical way. The real advantage of a college training is to teach man how to acquire knowledge. The courses they have, and the lessons they study, are nothing more than problems which show them how to handle such problems when they encounter them in practical experience."

Assistant Manager, Service Motor Truck Company—"The college-trained man seems to excel in ability to comprehend and analyze business problems more quickly than the average man without that training. We have hired college men for positions which did not give them an opportunity to use all their knowledge, and have not yet discovered a way to avoid or overcome this problem. Our experience has been that many college graduates are not willing to accept ordinary positions to start with. In some instances they seem to be 'too heavy for light work and too light for heavy work.' They are very apt to grow impatient and dissatisfied as to the progress they are making, and for these reasons we have been forced to move college men around in our organization to such an extent that they were not fixtures in any one division of the work, and eventually they sought employment elsewhere, or we had to let them out. Part of this may have been the fault of the management, as we admit we have not struck a satisfactory solution."

Superintendent of Rates and Labor, Bridgeport Brass Company—"It is our belief that college men are desirable in an organization for their potential value which is the result of their broad training, and consequently makes them more adaptable and better qualified to handle new propositions with which they would be confronted through promotion to positions of increased responsibility."

Assistant to Vice-President, New York Telephone Com-

pany—"College training may be a blessing or a curse. Its effect depends upon the person who receives it. Everything else being equal there is no doubt but that college training places a man in an advantageous position on the road to success. In departments requiring technical training and ability, college graduates are favored in the matter of employment. Progress depends upon a man's accomplishment with the Company, rather than the educational advantages he has previously enjoyed. Generally speaking, the college-trained man has broader vision, keener intellect and more poise than the man who has been educated in the school of experience, and he consequently has a greater capacity for development. No hard and fast rule is followed in classified positions, but there are of course, certain positions in which high school and college education are most desirable, if not absolutely essential."

Assistant Office Manager, Packard Motor Car Company—

"The determining factor, we believe, is the broader vision of the college graduate. Although he may begin with the same minor clerical work, yet he does not lose sight of his objective. This does not seem to be characteristic of the experienced young man without a college education. He becomes interested in the details of the work and follows them so closely that any vision of the bigger opportunities which are ahead of him is obscured. A college man excels the man of experience in that he can master the details in a shorter length of time and develop his ability in an administrative manner which allows him his full power after he has attained the fundamentals. His vision is broader, the scope of his thoughts is wider, and he confines himself to his clerical work only to master it and to use it as a stepping stone to positions of greater responsibility. It is true that the college-trained man is hired for a position which does not give him an opportunity to use all his knowledge. We do not attempt to avoid this problem in the original selection, excepting in so far as we desire to place him in work which agrees with his inclinations temporarily. He rarely has a complete picture of his ability and the course he wishes it to take. Possible dissatisfaction, however, can be eliminated by a close follow-up and promotion, as it is deserved, or a change in work which will absorb his ability to master the details of each position with rapidity."

Director of Employment, The American Rolling Mill Company—"We very frankly discriminate in favor of college graduates in our company for technical and executive positions because we find that a larger percentage of college graduates are successful in such positions than those who have not had the

advantage of university training. It may be merely by coincidence but it seems to us that a college-trained man is in general of a higher type of mentality than the man who has not attempted to study in an orthodox school of college grade. I do not believe that a college man is often hired for a position which does not give him an opportunity to use all of his knowledge. Knowledge which is not applied is of no use. A man who knows how to apply his knowledge can do so regardless of his position—create his own opportunity. We have classified our positions as to those who require various grades of preliminary education."

Employment Manager, Goodman Manufacturing Company—"A large per cent of our valued employes and officers are college-trained men. We believe that a college training is an aid toward success. We do make distinctions in favor of college graduates. The college-trained man more easily adapts himself to new conditions. He learns more quickly. He has a broader perspective. It is not to be expected that a man can be put into work where he can use all that he had studied in college. However, we sometimes give a man something outside of his regular work in which his special knowledge can be used. For example, a man was recently employed for an office position who has had good training in English in normal school and university. He was asked to do some critical work on our correspondence."

Employment Manager, W. R. Grace & Company—"The percentage of success appears to be in favor of the college-trained man, all conditions being equal. The college man has been taught how to think and plan things, although he lacks the practical side at the start. He grasps situations more readily than the man not so trained; that is our experience. College-trained men excel over men of experience in that they look at conditions and situations from a broader viewpoint, and, as a rule, more thoroughly. We do not make any distinction in favor of college graduates, except that age and training require such men to have a larger income and on this account we pay them a better salary than high school graduates and try to put them through training more rapidly. We do not know how the college-trained man can utilize all his knowledge in any position, but we do try to place him in those positions where his training and experience will be of most use to himself as well as to ourselves. As a rule we employ only high school and college graduates, although we have no definite classified list showing which require either one or the other type."

Manager Educational Department, Westinghouse Electric & Manufacturing Company—"There is no question but that a larger percentage of college graduates make good in business than the non-college man. However, not all college men are fitted for business. The college-trained man usually lacks experience. In many cases he has to learn how to work and how to get along with people in an organization. He is usually impatient to advance rapidly because of his past education and his age. The technically-trained graduate is particularly fitted to handle engineering research, design, and application. His value is to a great extent potential, in that with the proper training and experience he can ultimately hope to fill a bigger position than the non-college man. The majority of college-trained men are not content to stay very long on a position which does not require the use of his training. In our organization this difficulty is avoided by transferring the man from one job to another during his training period and then placing him on a job which requires not only very technical knowledge but very practical experience. It is not wise to hire so many college graduates that there are not positions enough of the right kind to take care of them in the organization."

Director of Training, Submarine Boat Corporation—"College training, properly utilized, other factors being equal, is a decided asset to the aspirant for success. Its only relationship, however, to business success is found in the fact that it provides a greater working capital and a mind which has been trained as against one which has 'just grown.' The college-trained man is, as a rule, better able to express himself, has a broader general education, has a greater engineering knowledge than the man of experience. We make a general classification of our positions upon the basis of previous educational requirements. We do not, however, hold strictly to the rule in any of the three classifications mentioned in the questionnaire.

"Finally, may we express the opinion that college men are divided fundamentally into two classes: Those who recognize their education and training as an asset which, judiciously used, will assist them in coping with opportunities; and, second, those who regard their education and training as an asset, the mere possession of which commands opportunity. The former possess personal characteristics which beget success under any conditions. They have, moreover, additional equipment which should enable them to climb to a higher point on the ladder. The latter have personal characteristics which cannot be offset by the additional equipment and, therefore, become no more than the aver-

age; their college training only serves to sustain them in the mediocre class. Without this training they might have been below normal. In any case we believe success depends upon the man; training, whether in college or in the school of experience provides additional equipment."

Head of Educational Division, Winchester Repeating Arms Company—"In this Company it is becoming more apparent every day that the college-trained man is winning out over the man lacking such a training. In general there is a fundamental relation between success in business and college training. We consider that many times a college-trained man excels over the man of experience, due to the fact that he has a broader vision and a better trained mind."

Educational Director, Nordyke & Marmon Company—"The college man generally excels in his ability to encompass a larger and more complicated job; in his ability to tackle and handle his job with a greater degree of system; in the display of greater amount of originality; in his display of greater degree of adaptability. His content of technical knowledge applicable to his job is not of major importance. I do not know of a single job in our organization that permits the use of all the knowledge of a college man. We have classified a good many of our jobs which require grammar school graduates, high school graduates and college graduates."

Employment Director, Larkin Company—"It is probable that the college-trained man of no experience is more teachable than the man of the same age who has had some years of experience in a given line of endeavor. On the other hand, the man of experience is apt to have more valuable practical knowledge than the college-trained man of the same age. Some one has said, that the most expensive element in a business is the unused brain power of its employes, and the problem of giving the college man an opportunity to use all his talents is no different with a college man than it is with any other employe. The only way we know to overcome the problem, is to study the talents and seek to use them. If the classes of grammar school graduates, high school graduates, college graduates were definitely graded, it would be possible to classify positions accordingly. There is such a variety in the graduates from each plane that we have been unable to make any classification on the basis of education alone."

Manager Educational Division, Elliott-Fisher Company—"Personally I feel that there is a fundamental relation between

success in business and college training. Men who are fond of flouting college training as being theoretical and not practical for business success in certain lines are usually self-made men who achieve success in spite of their lack of collegiate training. I feel that the college-trained man, as a rule, excels over the man of so-called practical business experience in that he has a better trained mind and brings to bear upon every problem more general knowledge and better ability to analyze conditions. It may be observed that the facts are all in favor of the college-trained man as compared with the so-called practical man in achieving business success. Too often a man grows up in a business, becomes familiar with the details, and, naturally, grows in efficiency because of long familiarity with his peculiar business problems. The fact that the larger corporations are obtaining their best material for training from colleges and universities makes it self-evident that the college-trained man is being preferred to the man who lacks that training in modern business."

Manager, Bureau of Education, The New York Edison Company—"The high school graduate has certain knowledge that the grammar school graduate can only acquire through experience. In a somewhat lesser degree the college graduate has knowledge that the high school trained boy or man cannot acquire except through experience. The college man is more highly specialized in his training than the high school boy, but the high school graduate has knowledge of geometry, biology, botany, chemistry and languages. While it is true that Latin is a dead language it is equally true that Latin is a root language. It is also true that the grammar school graduate can acquire experience which will aid him to reason comparable to the aid that comes from the knowledge gained in high school, but it takes time."

Educational Director, Brooklyn Edison Company, Inc.—"It is the exceptional man who is not benefited by college training, and it is the very exceptional man who can get along equally well without it. They themselves create distinctions in their force by their greater aptitude. The college man excels through broader general knowledge; a faculty of judgment influenced less by superficial appearances; and is equipped with mind trained to logical thinking, giving among other things, intuitively, a better appreciation of relative values. Hiring college men for positions which do not give them opportunity to use all their knowledge cannot be avoided, but that fact in itself gives a college-trained man a wider latitude in choice of routes as the employee progresses. Classification of positions according to educational

fitness merely would be an artificial classification that would not always be fair."

Manager Industrial Relations, International Harvester Company—"The percentage of college men in executive positions in this company is very small, but I have never heard anyone question the fact that a college education gives a man greater opportunities to advance, providing he properly applies himself and has stick-to-it-iveness necessary to get ahead in a business of long standing. We do not make distinctions in our company in favor of college graduates, although the progress of college graduates is naturally watched with more interest. In the first several years of his business experience he probably does not excel the man of experience at all, but is handicapped compared with the man who has been working the four years the college man has been at school. It is after getting his feet on the ground that the college man excels. The college-trained man is often hired for positions which do not give him an opportunity to use all his knowledge. We make no attempt to avoid the problem of making use of all the training of the college man. There are very few positions for which a young college man is eligible which give him an opportunity to use directly much of his knowledge, whether his training has been technical or general. This question suggests one of the chief complaints which some superintendents have with college men in manufacturing, namely, their insistence on getting work where they think they can immediately apply their knowledge. In other words, they do not realize that one of the largest factors in obtaining promotion is the judgment which a man develops; and that any man, whether he has college training or not, must be 'up against' practical problems of some sort for a good many years in order to develop a good business judgment. Many of our job specifications state whether a high school education is necessary, but none of them refer to a college training, except in cases of certain technical occupations."

Personnel Manager, Curtis Brothers & Company—"We have for some time been of the opinion that there is a relation between success in business and college training in favor of the college-trained man. We like to employ for those jobs which are the most important, or which will lead to the more important positions, men with college training, but we do not make any distinction insofar as selecting between the college-trained man and the man without this training unless the college-trained man appears to be the better man. We believe that the college-trained man, if he has had experience in college activities, politically,

socially and athletically, with a fair record as a student, is much better equipped than the man who has not gone through college. He has rubbed up against other men during his college career where any veneer would be scratched off. He has, with his personal ability, made good with other men and, consequently, has the advantage over the man who has not had this opportunity. So far as training along the book line may be of value to him, we believe the greatest good he has done himself is that he has trained his mind how to study and quickly grasp new things, and that generally he will advance in business more rapidly because of his ability to assimilate more quickly the details and fundamentals of the business.

"We do not try to avoid the problem raised by lack of opportunity to use all knowledge gained in college, but rather expect the individual to work out this problem himself, applying that portion of his college training to the task and holding in reserve anything else he may have learned for use as it becomes necessary. We are of the opinion that the college graduate does not excel very much in knowledge the man who has spent the same number of years in business, and we like to have him avoid using all his so-called knowledge, especially early in his career."

Superintendent of Welfare, American Locomotive Company—"I believe that other things being equal the college graduate has a better chance to succeed than does the man without technical training. In our organization we have a large number of successful men who are not college-trained and we have a number of college-trained men whose success is rather limited. I think, however, if our successful men had had the advantage of college training it would have been of decided value to them. No distinction is made in our business between the college-trained and the non-college men, except that in some lines of work, such as the higher branches of engineering and in foreign sales work, we prefer the college graduate. In my opinion the chief value which a college training gives to a man is the confidence and resourcefulness which it imparts. The training he receives in college enables him to take hold of a diversity of problems, analyze the conditions and devise ways of meeting requirements. It is the experience of most college graduates that they use but a small portion of the knowledge acquired in school. This is not a disadvantage, as the graduate soon forgets the larger portion of what he learns, but he is able to use reference books which enable him to get at any information required without necessarily depending upon his memory of things studied in school. In a general way we have classified our positions for

the different grades of education as follows: (a) Most trade positions, grammar school; (b) drawing room and clerical positions, high school; (c) engineering and sales positions, college. Men for leading positions have been chosen from the ranks largely on merit regardless of their schooling."

John D. Gill, The Atlantic Refining Company—"The trained mind shows its superiority. Good men are made better and poor, fair. Of course, many non-college men are better than college men, but *not* because they lack training."

H. Ruegg, Jr., The Schwarzenbach Huber Company—"A college training gives a man certain advantages over one who has not a college training, and while not necessarily making for success, makes success easier to obtain than for the untrained man. We make no distinction in favor of college graduates, but in every case prefer a graduate of a textile school to one who has not had such training. A college-trained man excels over the man of experience in power of deduction."

Charles E. Luch, Worthington Pump & Machinery Corporation—"We believe the classification of positions in accordance with education is not practical. We do, however, recognize that in any position, the better the education the better the man will fill that position and be a useful candidate for a higher position, unless perhaps a man is the kind that is spoiled by too much education because of inferior natural ability."

EXPRESSIONS OF OPINION—UNFAVORABLE

President, The H. M. Rowe Company—"Thirty-three per cent of those taking general college courses have been benefited. The other two-thirds have perhaps received a little more polish and a little more of the conventional things, but one-half of them have been spoiled for beginning at the place where they will have to begin if they ever want to grow up in industry. In our own experience in the selection of salesmen we have never yet found efficient salesmen selected from college graduates, and I regret to say that with respect to the promotion end of our business we cannot use them, and 'fight shy' of them. On the other hand, of course, in our editorial work and specialization work, they are helpful and in some instances indispensable. But here again we have to exercise the utmost care because nearly every college man inherits a sufficient number of prejudices from his college associates, and the views he has acquired there spoil him and make him undependable in following new paths. We

always have to guide these fellows until we are enabled to break down much that they have acquired."

Director Department of Education, The B. F. Goodrich Rubber Company—"We have not discovered any fundamental relation between success in business and college training. A good many of our employes are not college men. We do not make distinctions in our Company in favor of college graduates to any marked degree. Of course, there are certain positions which require technical training and in these particular cases the college graduate is given the preference. We believe that most of the college-trained men do not excel over the men of experience, that is, judging from the experience we have had in our organization. We find that a good many of the college-trained men not having had experience must be started in on some line of work that might be foreign to what they have been trained for. Therefore, in our organization we cannot avoid the problem of starting these men, in every case, just where we desire to have them begin."

Manager Industrial Relations Department, The Solvay Process Company—"We have not discovered any fundamental relation between success in business and college training. There are certain positions requiring technical training where the college graduate is preferred, and where such training is practically essential we endeavor to place men in such positions who have had suitable training for same."

Director of Promotion Department, S. S. Kresge Company—"Our greatest successes to date are not college graduates but University of Experience graduates; men who have had high school education. The college man of commercial instinct naturally excels because he is better able to impart his knowledge to others. The college man seldom is able to apply all of his knowledge. Furthermore, what he considers important knowledge often is of minor importance in our business. The college man's greatest weakness is his inability to apply himself to a position requiring specialized training and knowledge rather than general knowledge. Often, they forget that knowledge is only a tool and that it requires experience to develop a cutting edge in business. In many instances the work of grammar school men has proved superior to the work of college men."

Manager, Personnel Service Department, Hyatt Roller Bearing Division—"College-trained men generally advance more rapidly in the way of salary increases in the early part of

their employment but not to the extent of reaching a higher rate of pay than the man who has been working in the plant and advancing gradually in experience and salary while the college man was at school."

NEW MEMBERS

Since the last statement appearing in the BULLETIN the following new members have been received:

Class "A"

The Atchison, Topeka & Santa Fe Railway Company, Topeka, Kansas, Mr. F. W. Thomas.

Philadelphia Company, Pittsburgh, Pa., Mr. D. W. K. Peacock.

Portsmouth Cotton Oil Refining Corporation, Portsmouth, Va., Mr. H. Aspegren.

Class "B"

Mrs. Mary E. Hamilton, New York Police Department, 330 West 15th Street, New York City.

Class "C"

Miss Margaret McKintosh, Department of Labor, Ottawa, Ontario, Canada.

NEW BOOKS WHICH MAY INTEREST OUR MEMBERS

Personnel Administration—Its Principles and Practice— By Ordway Tead and Henry C. Metcalf. McGraw-Hill Book Company, New York. Price, \$5.00. The co-authors have attempted to outline and treat those factors which lie in the personnel field in industrial and commercial organizations. Professor Tead was formerly connected with Columbia University, and Dr. Metcalf with Tufts College. Both are now members of the Bureau of Industrial Research, New York City. As the authors explain in the preface: "This book is to set forth the principles and the best prevailing practice in the field of the administration of human relations in industry. It is addressed to employers, personnel executives and employment managers, and to students of personnel administration whether they are in schools of business administration or already in industry in some executive capacity. . . . The field of administrative activity covered by the book includes all those efforts usually included in personnel management; employment, health and safety, training, personnel research, service features and joint relations. And we seek, also, to show the relation of the personnel problems of each corpora-

tion to those of its industry as a whole, by considering in conclusion the activities of employers' associations and the dealings which they may have with organizations of workers on a district or national scale . . . Our discussion of successful practices has taken the form of illustrations of our conclusions rather than of numerous examples which might be uncritically copied." The last quotation must be emphasized. The book has value to the industrial and commercial executive, but undoubtedly would have greater value if definite forms of illustration as worked out and found practical in business organizations had been included. In a word, the contents of the book is theoretical rather than conclusions of practical administrations and results. The subject, however, is treated sanely and the book is well worth a place in the libraries of business institutions.

Accounts in Theory and Practice—By Earl A. Saliers, Assistant Professor of Accounting, Yale University. Published by the McGraw-Hill Book Company, New York. Price, \$3.00. To use the author's language, "The purpose of this book is to afford a first course in the principles of accounts. Although it is intended primarily as a first semester text it is the author's hope that it will prove useful in wider fields. An attempt has been made to work out an effective combination of theoretical discussion and practical application. The author realizes that every individual has his own ideas about the proper sequence of subject matter. An attempt has therefore been made to arrange the material so that, if desirable, the order of study may be varied somewhat, and possibly some parts omitted."

NEWSY NOTES

Among the employees of several of the organizations having membership in the Association, baseball nines made up entirely of girls have been organized and have functioned with some degree of success.

Annual conventions or meetings of alumni associations composed of graduates of corporation schools have become frequent occasions during recent years. The house organs of member companies coming to the editor's desk contain accounts of these meetings. Usually there is a speaker and a dinner. Sometimes there are also entertainment features.

The New York Telephone Company this year graduates a class of "song leaders and accompanists." Altogether there are fifteen of the leaders and six of the accompanists. The func-

tions of these graduates, as indicated, are to encourage singing among the employees of the Company.

Mr. Charles H. Ingersoll of Robert H. Ingersoll & Brother, has dedicated his large home and country estate at Bernardsville, N. J., as a permanent country home for employees of the Company. There are about sixty-six acres with a large roomy country house.

The Schenectady plant of the General Electric Company has added a woman dentist to its force for looking after the teeth and health of employes. Mrs. Grace E. Barber, the new member, is known as a Dental Hygienist. Mrs. Barber was formerly employed in the Cost Department of the Company, but became interested in dentistry and took a course of training, graduating with honors in her profession.

The Schenectady "Works News" of the General Electric Company records the fact that four hundred and twenty-six of the employes of the Schenectady Plant come to work in their own automobiles.

Between the dates of November 1, 1915, and June 1, 1920, the B. F. Goodrich Company paid out for disability compensation to employes \$669,868.13; in death claims on life insurance \$270,800; and in service annuities, \$67,558.94.

"Speed Up," the official publication of the Submarine Boat Corporation, contains the photographs of the graduates of the Company's last class for foremen. The new class contains ten graduates which together with the one hundred and forty previous graduates of the training classes for foremen, gives the Company a large number of minor executives who have been carefully trained in their duties.

The "N. C. R. News" contains in its July issue the names of one hundred and sixty-one employes who have been in the service of that Company for a period of twenty-five years or longer, a most creditable showing.

Miami University has conferred upon Mr. John H. Patterson, President of the National Cash Register Company, and charter member of the Association, the honorary degree of Doctor of Laws. There is a growing tendency on the part of academic

institutions to recognize industrial and commercial executives, whose successes have been pronounced.

The New England Telephone & Telegraph Company, during the past year, has conducted a series of one hundred and twenty-three lectures reaching audiences of approximately nineteen thousand people. Included in these lectures has been the use of the motion picture film, and it is the opinion of the Company that "visualized training" is a success. The object of the course has been to educate the public to the magnitude and perplexity of the telephone industry and the difficulties encountered in serving the public.

The Training Department of The American Rolling Mill Company has a staff of thirty instructors. In closing the Company's training activities for the summer season a dinner and round table was held, presided over by Dr. A. J. Beatty, Director of the Department.

Commonwealth Steel Company Enlarges Its Training Activities

A dinner was given at the Fellowship Club House to the apprentices of the Commonwealth Steel Company upon the completion of their year's work. Ex-soldiers, who have been spending the year at the school taking courses under the direction of the Federal Board for Vocational Education, were included among the guests at the dinner.

Professor Ohlweiler, Director of the School, exhibited textbooks, which he has prepared, and forms and methods for keeping the records of the school. An exhibit was also held which included both original tracings, drawings and blue-prints of mechanical devices, also examples of drawings from perspectives, and work in mathematics. The exhibit was not only viewed by employes, but also by the officers and superintendents of the Company. The principal address was made by General Manager Morey, who also discussed with the class and Professor Ohlweiler plans for next year.

"The work this year has been on the optional basis, and unfortunately some of the apprentices have not appreciated the opportunity which was offered them by the school for continuing their education along these practical lines. There was no thought of forcing any of the apprentices now in the plant to take the work in the school against their will, but it was suggested that it might be wise, upon employing new apprentices, to have it understood that the school work was just as necessary a part of

their course as the practical work in the shop. The school recognizes that the success of apprentice training depends largely upon the guidance and direction of the Superintendents and Foremen in the shop work, but believes that the work done in the school, in cooperation with the shop, is also necessary to a complete apprentice training.

"Plans are being made for systematizing and organizing the work of the school for the coming season so that it shall render an even fuller service. There is no doubt that the results of this year's work have raised the school to a higher place in the estimation of the Superintendents and Foremen who have seen the benefits which their apprentices have derived from attending the school."

Large Petroleum Refinery Establishes Commissary for Employees

Cosden & Co. employs about 1,200 in number. They can now purchase working clothes and shoes at cost. An initial stock of about \$3,000 was placed on sale in July. This stock includes khaki trousers, blue denim overalls and jumpers, work shirts, also some carpenters' and painters' white overalls. A few dozen special duck coats and trousers were ordered for the foremen.

Six different grades of working shoes are sold varying in price from \$2.50 to \$5.50.

The saving on overalls is about eighty cents per pair or about 30 per cent on the company's selling price. That the employees appreciate this new practical venture is evidenced by a monthly turnover of the stock of about 25 per cent.

The sales room is at present under the supervision of Mr. H. A. Parker, Educational Director, who finds this new department an excellent place to meet the workmen away from their jobs and learn something about "what the workers are thinking." By tactful and carefully planned questions much information is gained concerning the mental attitude of the workmen toward the company and its foremen.

Company Sanatoriums for Employees

A Class "A" member is interested in the subject of sanatoriums for employees who have developed tuberculosis. Such a sanatorium is maintained by the Metropolitan Life Insurance Company for its employees. Do any of our other members have such institutions? If so, will they kindly forward information about them to the Managing Director that our member may be advised.

PROFIT SHARING PLAN OF THE INTERNATIONAL HARVESTER COMPANY

The Plan, as Approved at a Special Meeting of the Company's Stockholders, Provides for Stock Ownership by Employees and Special Disbursements.

Stockholders of the International Harvester Company at a special meeting voted to set aside \$60,000,000 stock to be divided among employees under an extra compensation and stock ownership plan open to all workers in this country and Canada. The program devised by the Directors provides for special disbursements each year beginning January 1, 1921, consisting of stock and cash. It is planned to divide annually an amount equal to 60 per cent of the company's net profits in excess of 7 per cent upon the corporation's invested capital.

The full amount of the company's investment is not specifically set forth in the latest statements. At the end of 1919, however, total assets amounted to \$188,869,500 which may be considered an approximate value of working capital, plant investment, inventories, etc. In that year net profits amounted to \$21,011,761. Seven per cent of the aggregate assets would be \$13,220,865. Deducting this from the profits and taking 60 per cent of the proceeds there would be approximately \$4,675,000 to be divided among employees on the basis of 1919 income. The company employs about 40,000 workers when operating on a full schedule.

The stock reserve for the purpose consists of \$20,000,000 common and \$40,000,000 preferred. In order to provide for the compensation plan and for other purposes the stockholders increased the authorized preferred stock from \$60,000,000 to \$100,000,000 and the common from \$80,000,000 to \$130,000,000. The Directors approved a proposal to distribute \$10,000,000 common stock as 12½ per cent stock dividend. The management proposes to pay out \$20,000,000 of the new common later on in semi-annual stock dividends of 2 per cent.

Employees Divided Into Two Groups

According to the plan the employees will be divided into two groups, those who are in executive and managerial positions and those who are not. The former will receive one-third of the extra compensation fund and the latter will receive two-thirds part in the company's 7 per cent preferred stock and part in cash. The funds will be distributed in proportion to the actual earnings of each

employee for the year and the relation it bears to the aggregate earnings of other employees in each group. Common stock will be distributed instead of preferred to the employees in the first group.

The Company's action in setting aside \$60,000,000 of its stock for distribution among the 40,000 employees is considered in financial circles, says the *New York Times*, as a direct bid by the management for increased efficiency and enlarged output. The annual gift of shares will fluctuate in amount in accordance with the size of the company's profits. There is another incentive for hard work by the men eligible for the stock bonuses. At the end of the eight or ten years likely to pass before this huge block of shares is distributed, the employees will own an interest of slightly more than 20 per cent of the corporation's stock, on the basis of current authorized capital issues. A minority interest of this extent is usually entitled to representation on the Board of Directors, and it may well be that a Director from the employees will be on the board before the total bonus stock has been apportioned.

The presence of executive officers on Directorates is, of course, a common thing among corporations, but the Harvester profit-sharing program is so devised that the workers in factory, mine, sales offices and at the blast furnaces will receive a greater numerical number of shares than the men in executive or managerial offices. The officers and department managers are to receive one-third and the wage earners two-thirds of the yearly disbursements. The wage-earning employees are scheduled to receive their portion in 7 per cent preferred stock, while the other recipients get common stock, but the preferred has equal voting power with the common, share for share.

President McCormick's Views

It is not known whether the management had the possibility of wage-earner representation on the Directorate in mind when the bonus plan was offered to stockholders recently for ratification. The stock owners were, however, impressed by the stimulus afforded by the bonus system for a larger production than in the past. As Harold F. McCormick, President, put it:

"The Directors believe that the plan, which is the result of careful consideration and thought on the part of executives and Directors of the company, extending over long periods, will round out a policy of relation with the company's employees which should produce results highly satisfactory to both stockholders and employees. A plan put into effect by us in December, 1915, has demonstrated that the employees welcome an opportunity to become stockholders of the company. The plan just adopted is much more comprehensive than anything heretofore undertaken by us

along this line, and it is believed, will appeal strongly to the Harvester organization.

"This distribution furnishes a distinct incentive to each and every employe to do his full share, for upon individual effort and teamplay will depend in a large measure the amount of the annual extra compensation to each employe who is entitled to participate."

Continuity of Service in the Packard Motor Car Company

The Packard Motor Car Company presents to its ten-year service men watches as tokens of appreciation. A recent survey disclosed the fact that there had been twenty-eight hundred men in the service of the Packard Motor Car Company who had rendered ten years or more of continuous service. Of this number two hundred and eighty-one were presented watches at a recent gathering. The officials of the Company were present on the occasion, and the presentations were made by President Macauley. There are eight hundred and seventy-five additional men and women who have from five to ten years' service to their credit. The Company has been in existence approximately sixteen years.

Shepard Electric Crane & Hoist Company Maintains a Bonus Plan

Efforts to find bonus plans which will insure to steady, earnest workers a remuneration comparable to the value of their services is being made by many of the large industrial and commercial organizations. It has not been found difficult to find bonus plans which would operate satisfactorily where the employe is on piece work, but for the so-called non-productive worker, the task has been more difficult. The following description of a plan worked out for non-productive workers by the Shepard Electric Crane & Hoist Company is given in a Company publication:

"It has been found by careful analysis, that the monthly ratio of other labor to that of shop production labor has maintained a very uniform average. The Company is, therefore, going to set a bonus limit on the other labor (called non-productive) which will be equivalent to a certain percentage of productive labor. If the ratio drops below this percentage, distribution of a percentage of the saving will be made among the non-productive labor, in proportion to the number of days each workman works during the month and his or her hourly rate. If a workman works more than the standard number of hours for the period, the bonus will be figured on the standard hours only."

"Those workers who will participate in the distribution of savings under the plan include all shop workers who do not actually

produce material, such for example as inspectors, cleaning and oiling gang, operators on auto trucks, repair and maintenance workers, employes of the dispatch office, efficiency department, office stores, shipping and receiving, test department, etc., all departments of the administration office except executive heads and assistant heads of departments.

"The bonus will be paid monthly as soon as the figures can be compiled. It will start with July, 1920.

"Eliminate the drones from your department either by forcing them to work or reporting them to the foreman.

"Do not ask for more help. Work a little harder. If you can reduce your gang by extra effort that will cause a considerable saving.

"If you can reduce the payroll 10 per cent the approximate bonus would be \$6."

Getting Together and Talking Things Over

The following article is taken from an editorial in the *Telephone News*, the official publication of the Bell Telephone Company of Pennsylvania:

"Every joint-meeting of Employes' and Management Committees emphasizes the fact that nothing but good can come out of a plan which has 'Let's get together and talk things over' as its key-note.

"The large volume of subjects that have already come up for discussion at those meetings testifies to the fact that in a complicated business like ours there are and perhaps always will be loose ends that get out of whack and that are apt to be lost sight of unless there is some machinery for constant survey and discussion of them.

"That so many matters have come up for consideration is not indicative of any lack of health and strength in our previous organization. That so many adjustments of matters of close concern to this or that group of employes have been made is evidence only of the fact that the opportunity existed for constructive change, and that the 'get together' and 'talk it over' method is the one best and only way to accomplish this most desired result."

The New Town of Universal

The Universal Portland Cement Company has built the new town of Universal, which is located not far from Pittsburgh. In planning the new town, houses for employes have been built with ample yards, and every attention has been given to making home life pleasant for those who work in the Company's plant.

REPRESENTATIVES OF EMPLOYES OF PROCTOR & GAMBLE ON BOARD OF DIRECTORS

The Company Makes an Announcement of the Method for Selecting Candidates, One Each to Represent the Ivorydale Plant, the Port Ivory Plant, and the Kansas City Plant—The Stockholders of the Company Will at Their Annual Meeting on October 13th Elect to the Board the Nominees Receiving the Highest Vote of the Employees of the Separate Plants.

In March, 1900, W. C. Procter, of the firm of Procter & Gamble, Manufacturers of Ivory Soap, Crisco and other products, and Class "A" members of the Association, announced that the employees of the Ivorydale, Port Ivory and Kansas City Plants would be requested to select from among their number one employee of each plant to be recommended to the stockholders of the Company for election to the Board of Directors. So far as the BULLETIN is advised this is the first Company to give representation to its employees upon its Board of Directors.

In this connection it must be remembered that for a period of approximately thirty years, the Procter & Gamble Company has encouraged its employees to become stockholders in the Company. A considerable number of the employees are now and have been for a period of many years owners of the Company's stock. The new plan is to give employees representation on the Board of Directors. The primaries in which the nominees will be selected by the employees will be held on September 10th, and the factory election day is one week later.

How Members of the Board Shall Be Chosen

The following simple rules shall govern nominations and elections:

1. Only those employees who have been in the service of the Company six months or more on September 10, and who are 21 years of age if male, 18 years of age if female, will be allowed to vote.
2. Nominations will be made by the Employees' Conference Committee and shall consist of five names, not more than two of whom shall be members of the Conference Committee.
3. Nominations shall be posted on all Plant bulletin boards on September 10.
4. In order to qualify for nomination for the position of Director of the Company, an employee must be 30 years of age or more and must have had at least 3 years' service with the Company.

5. Elections will be by secret ballot. The local Plant management will supply a ballot box for each department. Lists of qualified voters will be posted prior to Election Day, and voting will be checked by such lists.

6. Printed ballots will be given out to all qualified voters, listing the five nominees in alphabetical order (one to be voted for).

7. Usual election rules in regard to improperly marked ballots, etc., shall govern.

8. Polls will close promptly at 5 p. m. on September 17. All ballot boxes will be delivered to the office of the Plant Superintendent who will appoint three tellers and three auditors to make and certify to the count of the ballots.

9. The employe of each of these Plants who receives the highest number of votes shall be declared the choice of the factory force for election to the Board of Directors by the stockholders of the Company for election at their annual meeting, October 13.

Employes' Association of the Eastman Kodak Company Aids Employes in the Purchase of Homes

The Employes' Association of the Eastman Kodak Company will, so far as demands upon its funds will permit, make loans to employes to enable them to purchase homes. The following requirements must be complied with by employes making applications for these loans:

(1) The employe must be prepared to pay at least *ten per cent* of the purchase price of the property.

(2) This Association *will not loan more than thirty per cent* of the amount of the first mortgage.

(3) The loan from this Association *must be secured by mortgage upon the property* payable with interest at six per cent by deducting an agreed sum from the employe's weekly or monthly pay.

(4) The value of the property to be purchased, the purchase price and the terms of payment must be approved as fair and reasonable by the Association and the title to the property must be approved by the Legal Department.

(5) The record of the employe applying for the loan must be satisfactory, term of employment not less than one year, and earnings appear sufficient to meet payments upon the unpaid purchase price and charges for interest, taxes, insurance and repairs.

(6) The mortgage to the Association may be made subject

to prior mortgage or mortgages to secure a portion of the purchase price, but the amount of such prior mortgage or mortgages, together with the amount of the mortgage to the Association, must not be more than ninety per cent of the purchase price.

(7) Applications for these loans may be made to the Plant Manager or to the Secretary, who will be supplied with application blanks, but all loans must be passed upon by the Board of Directors or Executive Committee of the Association.

NEWSY NOTES

Nearly two thousand employes of the Burroughs Adding Machine Company are now saving money under the National Thrift System.

The Board of Trustees has changed the name of the Casino Technical Night School to the Westinghouse Technical Night School. This is the school which conducts the educational courses for the Westinghouse Company, and is wholly financed by the Company. It has become a large organization and is managed by a Board of Trustees composed of Company employes.

Miss Elizabeth Stith has been placed in charge of the athletic activities for girls of the B. F. Goodrich Company.

The Schenectady Plant of the General Electric Company, during the coming winter, will specialize in classes in accounting, including commercial law.

The *Works News* of the Fort Wayne Plant of the General Electric Company, in its July issue, contains photographs of over two and a half million dollars in life insurance policies given to the employes of that plant by the Company, also a photograph of \$36,529 in checks representing supplementary compensation for the employes of the plant.

The Chemical Division of the DuPont Company, located at Arlington, N. J., is conducting a two months' lecture course on the manufacture of Pyralin. The course is given to new supervisors and new chemists. Lectures are followed by inspection trips, including outside cities, where information of value can be gathered.

Ladson Butler, Manager of the Educational Department of the Yawman & Erbe Manufacturing Company, favors the BULLETIN with some excellent photographs of students of that Company

in class studying salesmanship. It is a mighty bright looking lot of fellows, including one young lady. The experience of other companies, notably, The New York Edison Company, has been that girls are just as capable in assimilating training on sales questions as are the young men.

Vocational Training of the Burroughs Adding Machine Company

The Burroughs Adding Machine Company has recently issued a booklet, "Burroughs Vocational Training." The booklet was prepared to show what is being done by the Burroughs Adding Machine Company for "the young man who wishes to learn a trade, and who is willing to give serious thought and conscientious effort to better himself." Their full plan of training is outlined in the booklet and fully illustrated.

The Company's training activities consist of a machinist's course, a drafting course, a metal pattern maker's course, apprenticeship talks on mechanical subjects, and the booklet also contains blanks filled out in connection with applications of those who desire to become apprentices. The Company's certificate of apprenticeship is also shown. About forty-five young men were taking the course as outlined in the booklet, and will constitute the graduation class this year. Copies of the booklet can undoubtedly be secured by Class "A" members by addressing the Company direct.

Increased Production Follows Increased Efficiency

Favorable reports are being made by industrial and commercial organizations on the increased efficiency of working forces. The following report comes from the Shepard Electric Crane & Hoist Company:

"After the armistice came the inevitable reaction. Production slowed up until there was a good deal less than normal pre-war production. This condition was recognized by the management and the workmen as well. The amount of business on the company's books dropped off at about the same time. Inasmuch as the management felt sure that business would keep the organization together because they had confidence that an organization which could and would do as well as we had done during the war time would meet the new situation when business picked up in the right spirit and produce as much as possible. There has been a steady increase in the amount of business taken and a steady increase in the output by our men which has been especially noticeable during the last few months."

TEXT-BOOKS FOR CORPORATION SCHOOLS

While the Present Need Is Not Great Enough to Attract the Publishers of Text-books for Academic and Technical Schools, the Field Is Enlarging, and in Time the Demand Will Undoubtedly Justify Such Publishers in Supplying the Needs for Industrial and Commercial Training.

In the development of corporation training courses one obstacle has been a lack of suitable text-books. The books used in academic and engineering schools do not meet the requirements of the corporation school, and for this reason most of the training done in the latter institutions has been carried on without the use of text-books. The necessity, however, has been felt, and several years ago the International Harvester Company compiled and published an arithmetic to meet its training needs. Other industrial and commercial organizations having membership in the Association have from time to time compiled text leaflets and text in other forms to meet their immediate requirements. The movement, however, is now assuming a more definite form.

The Carnegie Steel Company, through its Bureau of Instruction, has recently issued a text-book on "The Making, Shaping and Treating of Steel." It is a most comprehensive text and was written by J. M. Camp, their Chief Instructor, and C. B. Francis, an authority on the subject of steel making. Every factor which enters into the knowledge that a student should possess in order to thoroughly understand the art of making modern steel is treated, including the mining of ore, physics and chemistry, coke refractories, fuels, fluxes and slags, the manufacture of pig iron, the Bessemer process of manufacturing steel, the manufacture of steel in electric furnaces, the Duplex and Triplex processes, and all of the different subdivisions of the shaping of steel and the composition of steel.

Another book which could well be used for a text, although not perhaps designed for that purpose, has been issued by the General Electric Company, under the title of "Life in a Large Manufacturing Plant." The contents of this book treats of all the personnel activities of the Company. Undoubtedly from time to time other text-books will be printed, and it is possible, as the training movement in industrial and commercial organizations develops, the field will become sufficiently large to attract the publishers of academic and technical text.

The Summer Conferences of the Westinghouse Company for Engineering Teachers

Mr. C. S. Coler, Manager of the Educational Department of the Westinghouse Electric & Manufacturing Company, favors the BULLETIN with a copy of the program of "Summer Conferences for Engineering Teachers" for the current season. This is the tenth season for these conferences, which have become a fixed part of the Company's training activities. Those who attend the conferences are teachers in the various educational institutions, especially colleges and universities, and more particularly those who instruct in technical subjects. These teachers spend about five weeks of their vacation working in different departments in the Company familiarizing themselves with the requirements of the Company, and with this knowledge they are better able to instruct their students in the universities, especially those who will enter technical divisions of electrical manufacturing organizations.

Activities of the Training Department of the Washburn-Crosby Company

The Washburn-Crosby Company has established a new class in its Training Division, which will be known as "Journeyman Electricians." In addition to this class, there is also instruction for second-class electricians, apprentice electricians, and for helpers. A committee was appointed to devise plans for training, examination and promotion.

New Course Inaugurated by the Chicago Central Station Institute

The "Chicago Central Station Institute," through which the training of employees of the Commonwealth Edison Company and allied companies are conducted, has established a special course in central station practice—that branch of electricity which has to do with the operation of public utilities—combining class-room instruction and practical experience. The purpose of the Central Station Institute is to train young men for responsible positions in the electrical industry. The time required to complete the new course is one year. Students will receive pay while taking this course, from which a small fee is deducted by the Institute.

George A. Hormel & Company Organize a Training Department

The latest of the member companies to inaugurate training courses on behalf of its employees is George A. Hormel & Company of Austin, Minn., meat packers. A creditable list of employees has already signed for the new course which will start early in the fall.

Educational Activities of the Larkin Company

The annual report of the Educational Committee of the Larkin Company states that the Company's educational program suffered during the past year from the fact that overtime work was necessary, due to a shortage of employes. However, classes were conducted in cooking, sewing, arithmetic, English, etiquette, dramatics, typewriting, shorthand, violin and ekele, with a total enrolment of one hundred and eighty-two. This Company specializes in instruction in music. A fife and drum corps, which many of our members will recall, in connection with the Fifth Annual Convention of the Association, now numbers forty-four members, and has developed to a point where it ranks in the first grade. A double quartet and a class in violin also received instruction.

Encouraging the Boy Scout Movement

It is encouraging to note that more and more industrial and commercial organizations are encouraging and developing the Boy Scout movement. Many of the house organs coming to the editor's desk contain accounts of the Boy Scout troops, made up of the young employes of the member companies.

DIRECTORY OF LOCAL CHAPTERS

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|------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| Chicago Chapter
F. E. WEAKLY, Chairman.
Montgomery Ward & Company,
Chicago, Ill. | I. B. SHOUP, Secretary-Treasurer.
Westinghouse Elec. & Mfg.
Company, East Pittsburgh,
Pa. |
| MISS ANN DURHAM, Secretary-Treasurer.
Federal Reserve Bank of Chicago, Ill. | Western New York Chapter
E. R. COLE, Chairman.
Acheson-Graphite Company,
Niagara Falls, N. Y. |
| Philadelphia Chapter
MONT H. WRIGHT, Chairman.
John B. Stetson Co. | H. E. PUFFER, Secretary-Treasurer.
Larkin Company, Buffalo, N. Y. |
| MAHLON R. KLINE, Secretary-Treasurer.
Philadelphia Rapid Transit Co.,
York Road and Luzerne St.,
Philadelphia, Pa. | New York City Chapter
DR. L. F. FULD, Chairman.
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- | | |
|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Survey and Recommendation
MR. R. G. RODKEY, Chairman.
The Chase National Bank, New York, N. Y. | vital to the Association and make recommendations of such new committee work as should be undertaken. |
| Duties:
To report on new movements | Public Education
MR. C. E. SHAW, Chairman. |

Dennison Manufacturing Co.,
Framingham, Mass.

Duties:

To determine the relative merits of special and general training in the Public Schools as preparation for business life.

Health Education

DR. F. S. CRUM, Chairman.

The Prudential Insurance Company of America, Newark, N. J.

Duties:

- a. To collect further data as to the chief causes of industrial illness and their prevention.
- b. To show the rational limits to health work in industrial establishments.
- c. To determine the relative values of different means of health and safety education.

The Application of Psychological Tests and Rating Scales in Industry

DR. H. C. LINK, Chairman.

United States Rubber Co., New Haven, Conn.

Duties:

- a. To show what specific methods and tests have proven of value.
- b. To state the psychological bases for employment tests, as an aid to their further extension and use, and to include a rating scale.

Job Analysis

MR. HARRY A. HOPF, Chairman.

Federal Reserve Bank, New York City.

Duties:

- a. To show successful methods and what they have accomplished.
- b. To suggest rational methods of procedure in analyzing jobs of different character.

Employment

MR. JOHN C. BOWER, Chairman.

Westinghouse Electric and Manufacturing Company, East Pittsburgh, Pa.

Duties:

To show the complete organization of an employment department with reference to training, safety and health activities and the relation of all of these to production, accounting, and marketing.

Employee Representation in Management

DR. LEE GALLOWAY, Chairman.

New York University, New York City.

Duties:

- a. To study the needs for and the present plans of employee representation in management.
- b. To study the relative merits of various schemes for adjusting industrial relations.

Labor Turnover

MR. L. L. PARK, Chairman.

American Locomotive Company, Schenectady, N. Y.

Duties:

- a. To study the causes and the means for reducing labor turnover.
- b. To analyze the disturbing elements in industrial employment and suggest means for neutralizing them. For example, in the various plants of one of the large industrial corporations where labor conditions are practically uniform, the per cent of turnover varies from 85% to 300% in different cities. There must be other conditions affecting labor turnover than hours, wages, and working conditions of the institution.

Marketing

MR. JOHN MCLEOD, Chairman.

The Carnegie Steel Co., Pittsburgh, Pa.

Duties:

- a. To continue the study of the vital factors in marketing and the elements of efficiency lacking in present methods.
- b. Successful methods of training for marketing in typical industries.
- c. The basis for training in important branches of marketing. For example, the discussion of E. St. Elmo Lewis at the Buffalo Convention.

Office Work Training

MISS HARRIET F. BAKER, Chairman.

The New York Edison Co., New York City.

Duties:

- a. To show the results of representative office work schools.
- b. To show types of training adapted to small offices.
- c. To suggest ways for developing into trainers those direct-office workers.

Executive Training

DR. E. B. GOWIN, Chairman.
New York University, New
York City.

Duties:

- a. To continue the study of methods for selecting and training men for executive positions.
- b. To analyze the requirements for executive leadership and suggest means for developing such qualities in employees.
- c. To make an intensive study of the value of company conferences.

Technical Training

MR. G. H. PFEIF, Chairman.
General Electric Co., Schenec-
tady, N. Y.

Duties:

- a. To suggest a practical working plan for a committee on Educational Relations with Colleges.
- b. To recommend standard forms for recording the qualifications of college graduates.
- c. To suggest plans for a Central Bureau for the placing of college graduates in industry.

Trade Apprenticeship

MR. E. E. SHELDON, General
Chairman.
R. R. Donnelley & Sons, Chi-
ago, Ill.

Duties:

- a. Some sort of admonition in regard to keeping up of standards and not shortening the term of apprenticeship.
- b. A study of the apprenticeship laws of such states as have formulated laws.
- c. The recommendation of a sound system for the teaching of industrial economics.

Section I—Manufacturing

MR. R. F. CAREY, Chairman.
Westinghouse Electric and
Manufacturing Company,
Lester, Pa.

Duties:

- a. To study the problem of standardizing apprentice instruction in various trades.
- b. To study the value of introducing special subjects (other than those directly related to the trade, into the school program.
- c. To show the relative merits of instruction with and without a training room.

Section II—Steel and Iron and Plant Maintenance

MR. C. E. STRAIT, Chairman.
American Rolling Mill Co.,
Middletown, Ohio.

Duties:

- a. To describe successful apprentice courses in various industries.
- b. To study the problem of apprenticeship in smaller shop units and plants.

Skilled and Semi-Skilled Labor

DR. A. J. BEATTY, Chairman.
American Rolling Mill Co.,
Middletown, Ohio.

Duties:

- To recommend a program for the developing of skilled and semi-skilled workers other than through apprenticeship.

Unskilled Labor and Americanization

MR. J. E. BANKS, Chairman.
The American Bridge Co., Am-
bridge, Pa.

Duties:

- a. To determine the feasibility of using English exclusively in industrial plants.
- b. To investigate the desirability of citizenship as a basis for employment or promotion.
- c. To determine further the actual results of Americanization work among corporations.
- d. To make clear definition of the meaning of the term Americanization.
- e. To make a digest of the work of large corporations along these lines.
- f. A suggestion of the possibility of testing the results of efforts along these lines by a comparison of two selected groups the one with, the other without help along the path of Americanization.

Profit Sharing and Allied Thrift Plans

MR. HAROLD M. THURSTON,
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Henry L. Doherty & Co., 60
Wall St., N. Y. City.

Duties:

- To study all means which can be employed by a corporation to encourage thrift.

Training for Foreign Commerce

MR. ROGER STEFFAN, Chairman.
National City Bank of New
York, New York City.

Duties:

- To formulate and outline fundamentals of the subject.

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